

Level 5

Competency	Activities
Accountability	Actively maintain high quality skills and cutting edge knowledge.
	Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Experience as a Director of a large agency, field activity, or major command with multiple support organizations, with responsibility for managing a multitude of complex programs and resource accounts
	Implement a performance management framework to measure effectiveness and drive continuous improvement
	Lead a taskforce to improve efficiency and effectiveness across the DoD level
	Participate on an Agency Performance Review Board
	Track progress on individual project milestones and deliverables by holding regular Internal Process Reviews.
	Uses lessons learned to make program improvements.
Computer Literacy	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Identify new ways to use information systems to access and manage data.
Conflict Mgmt	Use software applications, Internet resources, and web-based solutions to develop new techniques to complete work.
	Clarify issues that have caused conflict or concern.
Continual Learning	Learn to communicate displeasure or verbal/written warnings to employees. Communicate the problem clearly, the resolution, and the alternative of not resolving the issue.
	Complete 20 hours of annual leadership training.
	Complete a leadership competency assessment, including a CLIMB survey, Leadership Competency Assessment, Multi-Source Feedback instrument, etc.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Display willingness to learn from others, including subordinates and peers.
	Do a "postmortem" on a failed project.
	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
	Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.
	Participate in a professional Community of Practice to share knowledge of recent initiatives.
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Read professional journals to keep current on trends and developments.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Serve as a mentor.
	Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."
	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.
	Identify potential new markets and customers.

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Creativity/ Innovation	Institutionalize innovation tools (e.g., collaboration, brainstorming, Lean Six Sigma) as a means for process improvement efforts
	Lead effort at the MAJCOM or COCOM level for a new initiative
	Negotiate to provide services to new markets/customer.
	Participate in cross-Service or interagency forums to identify solutions to institutional problems
	Pilot new processes to evaluate them before implementation.
	Prepare Best Business Practices for senior leadership on how a component can apply best practices to improve operation of a program
	Serve on senior level working group and planning team to brainstorm new and creative ideas
	Work on an interagency task force with lead role in identifying efficiencies or devising improved business models
	Work on or lead an SES task force regarding an unprecedented problem
Customer Service	Benchmark industry best practices in customer support.
	Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.
	Develop strategic partnership with customers over long-term to further refine deliverables (e.g., test plans and test reports for weapons systems)
	Emphasize the importance of the “internal customers” as well as the “external customers.” Ensure employees know who their internal and external customers are.
	Establish descriptions of professional customer service behavior and communication. Ask everyone to comply.
	Give employees the opportunity to visit customers in order to maintain two-way communication and build partnerships.
	Leadership experience in an organization that provides customer services (e.g., acquisition/procurement organization’s customer interfacing division)
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Regularly evaluate customer satisfaction levels to track improvements and to gauge any reactions to changes in performance throughout service delivery processes.
Decisiveness	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them.
Developing Others	Develop strategies to improve service to internal customers.
	Lead a Program Executive Office
	Work across Federal Government to partner on a specific course of action
	Assess employee performance to identify skills gaps.
	Assign your employees work on special projects that have high visibility. It helps them to interact with others and better understand the organization.
	Be a mentor to a less experienced supervisor or manager who could benefit from your wisdom and guidance. You have an important role to play in developing and mentoring others in preparation for the next generation of leaders.
	Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Demonstrate empathy with others and help others understand differing perspectives.
	Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Encourage people to take on assignments that make the best use of their skills and abilities, and/or develop individual breadth and depth of knowledge and experiences.
	Encourage subordinate leaders to have open discussions about working towards the vision

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	<p>Identify career opportunities, training programs, and developmental assignments that are available in your organization. Communicate this information to your co-workers.</p> <p>Develop and maintain a list of available resources accessible to each co-worker.</p> <p>Network with neighboring departments or organizations to leverage growth opportunities for employees</p> <p>Routinely and publicly thank others for their efforts. Acknowledge work done by others.</p> <p>Routinely describe the impact and implications of decisions to teams and work groups.</p> <p>Routinely invite and involve direct reports in the unit planning process.</p> <p>Send employees to high level meetings both within and outside the Agency so they can hear first-hand current issues at the senior management level.</p> <p>Serve as a mentor.</p> <p>Serve as a personal mentor to others in formal mentoring program on SES competencies</p> <p>Share information received in higher level staff meetings with team members to build trust and commitment.</p> <p>Take the IDP process seriously. Work with your staff on developing a realistic, competency-based IDP. Plan for time and money to enable your employees to execute their IDPs.</p>
Entrepreneurship	<p>Attend technology fairs to gather information on how advances can be applied to the workplace.</p> <p>Identify potential new markets and customers.</p> <p>Negotiate to provide services to new markets/customer.</p>
External Awareness	<p>Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.</p> <p>Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.</p> <p>Create contacts with Congressional staffers who affect own programs and what their concerns are</p> <p>Demonstrate that you can work successfully within a wide range of environments and contexts (physical, virtual, small and large groups, organizational methods, processes and cultures.)</p> <p>Experience in a Joint contingency operation/deployment</p> <p>Maintain a current understanding of the political, social, technological, economic and demographic environment which shape and influence the issues and goals of the organization.</p> <p>Reach out to key stakeholders to ensure their perspectives are taken into account during planning phases, and enlist their support for the resulting plan.</p> <p>Represent the Department or Component on interagency task forces.</p> <p>Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."</p> <p>Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.</p> <p>Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them.</p> <p>Develop strategies to improve service to internal customers.</p>
Financial Management	<p>Approve Program Decision Memoranda (PDMs) and Program Objective Memoranda (POMs)</p> <p>Create and analyze Program Decision Memoranda (PDMs) and Program Objective Memoranda (POMs)</p> <p>Defend financial decisions to OMB, OSD, and Congress</p> <p>Define and measure progress against key performance indicators that are credible, measurable, and linked to the agency's strategic plans.</p> <p>Develop financial plan for a budget cycle</p> <p>Experience with capital funding</p> <p>Experience with mission funding</p> <p>Manage multiple systems (e.g., IT systems) in a non optimal budget situation</p> <p>Operate with senior leadership to make trade-offs in the budget</p> <p>Prepare justification to OMB and GAO about the expenditure of funds and plans for future expenditures</p> <p>Prepare, send, and justify budgets for specific programs and processes</p>

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	Prioritize project funding, allocate resources, and be accountable for allocated resources
	Suggest improvements that result in savings of money, time, supply or labor costs.
Flexibility	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Maintain an outcomes orientation and encourage flexible approaches to achieving these outcomes.
	Regularly demonstrate the ability to adjust to multiple demands, new information, unexpected obstacles, ambiguity and change by adjusting priorities and requirements so as to meet deadlines without the display of adverse negative behaviors.
	Take corrective action as needed, shift direction and redirect efforts when changes are implemented.
	Work cooperatively with others.
Human Capital Management	Conduct analysis regarding workforce demographics, retirement, needed skill sets, and training programs
	Consider and project human capital management issues for ten years out
	Consider and project human capital management issues for the current year and the next five years
	Develop short and long-term strategies to create a quality workplace designed to attract, acquire and retain quality talent.
	Develop strategic human capital plans
	Ensure that employee performance objectives are linked to the organization's goals.
	Experience as a second line supervisor
	Fill current positions and ensure employees have the skill sets needed for the present and future
	Gather and analyze data (e.g., recruitment data, technical health assessment data)
	Identify performance gaps and take steps to close gaps
	Leverage investments in training and development to achieve agency results.
	Manage an organization downsizing
	Meet with employees throughout the year to evaluate organization's progress and performance
	Participate on a selection panel
	Provide recommendations and ensure employees participate in training courses and developmental opportunities
	Recognize accomplishments in a meeting environment.
	Recruit and retain people of integrity, talent, commitment to service and diversity of perspective.
	Routinely assess the quality of the workplace environment and the culture.
Influencing/ Negotiating	Stand up a new organization
	Transform an underperforming organization
	Build key relationships with individuals in the field (for employees stationed at headquarters) by working on an activity related to a critical part of an organization's business
	Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
	Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.
	Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.
	Lead project that requires detailed negotiations
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Routinely assess the quality of the workplace environment and the culture.
	Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them
	Serve as project lead to upgrade a new system and achieve consensus among stakeholders within DoD or own organization
	Work on a project that involves a small focused project area with few external stakeholders or participants
	Work on a project with external stakeholders and customers within the government

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	Work on an internal group or project within own organization
	Work on task force of groups of members from more than four organizations (broad-based work within an organization)
	Work on task force or with group of members or interests of two to four organizations (all organizations are aligned in the same way)
	Work with external stakeholders (e.g., Congressional, state delegations, partners with private sector organizations)
Integrity/ Honesty	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Create an organizational culture that fosters high standards of ethics, service and honor.
	Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.
	Identify potential ethical violations and work with leadership to make sure that staff understand and follow applicable laws and regulations.
	Keep organizational and/or personal information confidential when required and/or appropriate.
	Serve as a role model, inspiring others to emulate integrity, honest, justice, respect and civility.
	Set a personal example of soliciting and considering diverse viewpoints and ideas as a regular part of doing work.
	Share experiences and "lessons learned" in confronting unethical dilemmas to inspire integrity in others.
Interpersonal Skills	Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.
	Be positive. Adopt a "can-do" attitude in meetings, particularly when your team encounters obstacles.
	Focus on identifying alternative solutions, rather than on the impediments you face.
	Collaborate with others, sharing plans, information and resources.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
	Demonstrate broad insights into emotional intelligence and skill in building and sustaining
	Demonstrate empathy with others and help others understand differing perspectives.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Handle difficult people and tense situations with diplomacy and tact.
	Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Routinely encourage the open exchange of ideas and information through action during group meetings and individual exchanges.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Share information received in higher level staff meetings with team members to build trust and commitment.
	Stay composed, positive, civil and unflappable even in trying moments.
	Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
	Work cooperatively with others.
	participate in OSD or Joint Staff (policy development for Joint matters)
	Assignment at COCOM or Combat Support Agency
	Assignment with Combined Command
	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Engage in national security planning with other departments and agencies

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Joint Perspective	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	serve in positions designated as Civilian Expeditionary Workforce
	Experience in a Joint contingency operation/deployment
	Hold All-Hands meeting to clearly communicate vision and its alignment with Departmental priorities to garner support.
	Joint assignment with broad functional and geographic responsibility
	Lead joint interagency activities, interagency planning and execution
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	Membership on DoD wide corporate advisory bodies
	Represent the Department or Component on interagency task forces.
	Serve a tour on a joint or combined staff
	Serve as a full-time faculty member at an accredited joint school.
	Serve Combatant Command SES rotation
	Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
	Set up a new JOINT program office
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
Leveraging Diversity	Work on an interagency task force
	Arrange reasonable accommodation to individual differences to ensure the full potential of different persons (including those with disabilities).
	Demonstrate empathy with others and help others understand differing perspectives.
	Display willingness to learn from others, including subordinates and peers.
	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Have regular meetings to foster teamwork.
	Implement numerous strategies to create a highly diverse workplace
	Initiate contact with a variety of individuals to network and obtain varied perspectives on current issues and taskings.
	Participate in a diversity council to build effective partnerships across internal organizations
	Set a personal example of soliciting and considering diverse viewpoints and ideas as a regular part of doing work.
National Security Perspective	Understand how cultures differ in approaches to time, authority, physical space, friendship and individualism and how these differences impact work behavior Demonstrate this knowledge through actions in work practices.
	Assignment to an organization dedicated to policy on terrorist tactics, counter-terrorism, and special weapons
	Assignment to the National Security Staff
	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Congressional experience related to national security perspective
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	Experience in interagency intelligence fusion
	Experience with non-DoD agency promoting national security
	International assignment related to national security
	Serve Combatant Command SES rotation
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.

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	Work on interagency task force whose objective is national security policy
Oral Communication	Consider and respond flexibly to the audience to maximize understanding.
	Ensure colleagues, supervisors and other key decision makers are kept well informed.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Orally present complex and/or controversial information to large numbers of or high-level stakeholders.
	Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.
	Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
Partnering	Build and use effective networks to obtain resources.
	Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
	Collaborate with other components to identify requirements for new information management technology.
	Collaborate with others, sharing plans, information and resources.
	Create contacts with Congressional staffers who affect own programs and what their concerns are
	Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.
	Develop professional relationships with colleagues inside and outside of the organization.
	Develop strategic partnership with customers over long-term to further refine deliverables (e.g., test plans and test reports for weapons systems)
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
	Work on a project with external stakeholders and customers within the government
Political Savvy	Assist others in understanding how political factors influence the organization's decision makers and policy makers
	Being interviewed for government magazines or other media
	Brief and testify at hearings to Congressional Committees
	Brief Congressional staffers on issues
	Build relationships with Congressional staffers (e.g., engaging one-on-one
	Detail assignment of at least 3-6 months in an organization such as OSD Policy or an agency outside of DoD (e.g., DHS, State, or HHS) to understand how government works in different departments and agencies
	Develop and package issues by recognizing how the issue is perceived by leaders and knowing the importance of timing
	Establish network of internal and external contacts from among a wide array of constituents to gather and leverage information.
	Exercise political compromise to disagree diplomatically while continuing to get the job done in collaboration with others
	Identify and gather information on situations that could have political impact on the organization to inform leadership.
	Lead interagency task force with other Federal departments and agency partners (e.g., FBI, State Department, Department of Homeland Security)
	Perform policy work based on knowledge of statutory proposals and how laws are formed
	Propose and draft legislation in headquarters level policy office
	Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them
	Serve on assignment with another agency or department outside of DoD (e.g., State Department)

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	Shepherd a change through a large functional piece of the department (e.g., regionalize Navy shore structure under a Regional Director) considering all stakeholders (e.g., Congress, human capital, local communities/schools, state and local governments)
	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
Problem Solving	Assignment in the field involving product line
	Assignment to evaluate risks and solve long-term problems
	Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.
	Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.
	Detail to a position involving "triage" situations (i.e., unplanned, but day-to-day situations)
	Experience as Lean Six Sigma (LSS) Black Belt
	Experience as Lean Six Sigma (LSS) Green Belt
	Lead a long-duration team at an International level
	Lead project that focuses on a multi-organizational problem
	Lead project that involves enterprise-level problems, projects, or initiatives
	Lead project that involves integration with DoD systems
	Lead project with authority to make critical decisions and stop work from progressing, if necessary
	Leverage own work from a previous program to another new program
	Participate on a project to resolve an inter-organizational problem with a broad scope that involves stakeholders within DoD but outside own organization
	Participate on a small intra-organization team with limited scope
	Project that crosses two or three different business lines, involves more than one business process, or is a multi-faceted process
	Project to determine the outcome of a specific program, project, or weapon
	Project without a defined path to the desired end state and requires one to "think outside the box"
	Serves on task forces with allies (i.e., NATO Research and Technology Organization (RTOs))
	Take corrective action as needed, shift direction and redirect efforts when changes are implemented.
	Use surveys, needs assessments, focus groups, forums and listening sessions to gather information and understand perspectives on a problem.
	Use teaming to address complex problems which both affect and require attention from a number of individuals and groups.
Public Service Motivation	Work cooperatively with others.
	Work on or lead an SES task force regarding an unprecedented problem
	Work on a project or program specific to a subject area or narrow in focus with consequences that are well recognized (i.e., a problem associated with advocacy from a Congressional member)
	Align organizational objectives and practices with public interests.
	Create an organizational culture that fosters high standards of ethics, service and honor.
Resilience	Demonstrate loyalty to the Government and citizens of the US by fulfilling the highest obligations of service.
	Recognize employees for their contributions and commitment to public service by articulating how the contributions link to public interest.
	Understand and communicate public service implications of projects.
	Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.
	Be positive. Adopt a "can-do" attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.
	Maintain productivity and a positive attitude while responding to multiple taskers with short suspense dates.

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	Stay composed, positive, civil and unflappable even in trying moments.
	Work cooperatively with others.
Strategic Thinking	Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.
	Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.
	Identify potential new markets and customers.
	Implement change management strategies to transform organizational vision into measurable outcomes
	Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
Teambuilding	Demonstrate broad insights into emotional intelligence and skill in building and sustaining
	Have regular meetings to foster teamwork.
	Minimize stove piping, eliminate unproductive turf issues and other sources of disruptive competition among work groups.
	Publicly credit others who have contributed and performed well..
	Recognize accomplishments in a meeting environment.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Share information received in higher level staff meetings with team members to build trust and commitment.
Technical Credibility	Use teaming to address complex problems which both affect and require attention from a number of individuals and groups.
	Actively maintain high quality skills and cutting edge knowledge.
	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
	Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.
	Participate in professional conferences to maintain functional expertise.
Technology Management	Publish articles in organizational newsletter on topics in field of expertise.
	Publish articles in professional journals to share knowledge in field of expertise.
	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Attend technology fairs to gather information on how advances can be applied to the workplace.
	Collaborate with other components to identify requirements for new information management technology.
	Ensure dissemination of IT policies and procedures to staff
	Forecast technology requirements for out years and long-term acquisition needs
	Help define system requirements in the Acquisition process beyond own functional area based on knowledge of own business
	Identify available technology and determine whether to adopt that technology by providing employees with experience working with that technology and evaluating how it can be used to accomplish their tasks
	Lead effort across functional and/or organizational lines to link information technology systems, making disparate systems interoperable
	Link IT investment decisions to strategic objectives and business plans.
	Participate in joint technology development programs and joint technology demonstrations
	Procure new systems according to procedures and current rules
	Provide input in the development of and determination of requirements for changing or new corporate systems
	Represent organization on Business Systems IT, Investment Review Board, or similar governance body
	Serve as milestone decision authority in acquisition process for a major automated information system
	Serve on governing body to set processes and procedures for how systems are used in terms of ethics, etiquette, and interface

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	Use established automated information management systems to measure and improve organizational productivity.
Vision	Articulate and communicate a vision for an agency or a major agency component, and implement it by institutionalizing a project, and measuring and adjusting over time
	Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.
	Encourage subordinate leaders to have open discussions about working towards the vision
	Hold All-Hands meeting to clearly communicate vision and its alignment with Departmental priorities to garner support.
	Routinely invite and involve direct reports in the unit planning process.
	Work with senior leadership team to develop a shared vision with clear goals and measurable objectives
	Write your leadership "creed" and discuss it with your manager and employees.
Written Communication	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Write convincingly for different audiences.
	Write your leadership "creed" and discuss it with your manager and employees.